

19 November 1990

Force Development

TRADOC SYSTEM MANAGEMENT

**Summary.** This regulation on policy and responsibilities for managing selected Acquisition Category (ACAT) I, ACAT II, or other high priority materiel systems within the U.S. Army Training and Doctrine Command (TRADOC) has been revised. Major changes include the addition of a civilian senior technical advisor to TRADOC System Manager (TSM) offices, the simplification of TSM charters, the elimination of the TSM Quarterly Report, and the addition of TRADOC Program Integration Offices (TPIOs) and TRADOC Project Offices (TPOs) to the TRADOC System Management Program.

**Applicability.** This regulation applies to all TRADOC elements involved in the materiel acquisition process.

**Supplementation.** Do not supplement this regulation without approval from Commander, TRADOC, ATTN: ATCD-ET, Fort Monroe, VA 23651-5162.

**Suggested improvements.** Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC, ATTN: ATCD-ET, Fort Monroe, VA 23651-5162.

Contents

	Paragraph	Page		Paragraph	Page
<b>Chapter 1</b>			Staffing .....	1-9	3
<b>Introduction</b>			<b>Chapter 2</b>		
Purpose .....	1-1	1	<b>Establishment and Termination</b>		
References .....	1-2	1	Establishment .....	2-1	3
Explanation of abbreviations and terms .....	1-3	1	Termination .....	2-2	3
Responsibilities .....	1-4	1	<b>Appendixes</b>		
TRADOC System Manager (TSM) .....	1-5	2	A. TSM Office and TPIO Staffing Models .....		4
TRADOC Project Office (TPO) .....	1-6	2	B. Example of a TSM Charter .....		4
TRADOC Program Integration Office(TPIO) ...	1-7	2	<b>Glossary</b> .....		5
Training .....	1-8	3			

**Chapter 1**  
**Introduction**

**1-1. Purpose.** This regulation establishes TRADOC policy and responsibilities for managing selected ACAT I, ACAT II, or other high priority materiel systems when a need exists for management outside the normal resources available to proponents for combat developments of materiel systems. The management of these selected systems will be accomplished by the establishment of offices of TSMs, TPIOs, or TPOs.

**1-2 References.**

- a. Required publications.
  - (1) AR 70-1 (Systems Acquisition Policy and Procedures).
  - (2) AR 71-9 (Materiel Objectives and Requirements).
- b. Related publications.

- (1) TRADOC Regulation 11-15 (Concept Based Requirements System).
- (2) AMC/TRADOC Pam 70-2 (AMC-TRADOC Materiel Acquisition Handbook).
- 1-3. Explanation of abbreviations and terms.** The glossary contains abbreviations and explanations of special terms used in this regulation.
- 1-4. Responsibilities.**
  - a. Commanding General (CG), TRADOC. AR 70-1 and AR 71-9 designate CG, TRADOC, as the principal Army combat developer and identify responsibilities and products required in the development and acquisition of systems.
  - b. Commanders of TRADOC MSCs. The TRADOC MSC commanders are responsible for-
    - (1) Recommending to CG, TRADOC, the establishment of TPIOs.
    - (2) Providing integration oversight for designated TSM- or TPIO-managed programs.

\*This regulation supersedes TRADOC Reg 71-12, 22 January 1986.

c. Deputy Chief of Staff for Concepts, Doctrine, and Developments (DCSCDD), Headquarters (HQ), TRADOC. The DCSCDD is responsible for

(1) Providing overall program management and oversight for the TRADOC System Management Program as the executive agent for CG, TRADOC.

(2) Recommending to CG, TRADOC, the establishment and termination of TSM offices and TPIOs. This includes staffing of TRADOC MSC commander or school commandant proposals.

(3) Identifying requirements for DA board selection of TSMs.

(4) Preparing and submitting TSM charters to CG, TRADOC, for approval and signature.

(5) Planning, programming, and budgeting necessary funds and resources to support TSM/TPIO activities.

d. Deputy Chief of Staff for Training (DCST), HQ TRADOC. The DCST, in coordination with the DCSCDD, is responsible for program management, oversight, and resources for TSMs of nonsystem training devices and training systems.

e. Proponents. Each school commandant or MSC commander, as proponent for combat developments of his/her systems, is responsible for—

(1) Recommending through DCSCDD to CG, TRADOC, systems for TSM management.

(2) Establishing TPOs when intensive management is desired for systems that do not meet TSM criteria.

**1-5. TRADOC System Manager (TSM).** A TSM is the TRADOC combat developments director for his/her assigned system(s).

a. The CG, TRADOC, will establish a TSM office to provide intensive management beyond the scope of the normal management resources available to the proponent for—

(1) A materiel system, a family of materiel, or a group of closely related/interdependent materiel systems that are being developed under a single proponent.

(2) Nonsystem training devices or training systems.

b. The TSM will be a DA board-selected colonel chartered by CG, TRADOC.

c. The TSM assumes all responsibility to and authority from CG, TRADOC, through the proponent for total system management of assigned systems.

d. The TSM, in coordination with the DCSCDD, HQ TRADOC, has authority to task TRADOC activities outside of the control of the proponent.

e. The TSM will be rated by the school commandant and senior rated by the appropriate MSC commander. In the event that there is no school commandant or that the commandant is not a general officer, the TSM will be

rated by the first general officer in the chain of command.

**1-6. TRADOC Project Office (TPO).** A TPO is an organization that provides intensive management for system(s) for which a TSM is inappropriate/unavailable.

a. The TPO director acts for the proponent in discharging responsibilities in developing, testing, and integrating total system requirements in the same way that a TSM acts for the CG, TRADOC.

b. Normally, a TPO will be established—

(1) When a major or high-interest system is identified by the proponent as needing a more intensive level of management than that provided within the structure of his/her organization, but establishment of a TSM is not warranted.

(2) When a TSM is terminated (disestablished), but the proponent still desires a more intensive level of management than that normally provided within the structure of his/her organization.

**1-7. TRADOC Program Integration Office (TPIO).** The TPIO is the TRADOC integrating agency for its assigned systems.

a. A TPIO will be established by CG, TRADOC, for a system-of-systems or family of materiel (see AR 71-9, paragraph 3-7) when both of the following conditions exist:

(1) The separate materiel systems within the system-of-systems or family of materiel proposed for TPIO management are being developed by two or more proponents.

(2) The CG, TRADOC, determines that commitment of HQ TRADOC resources to supplement the MSC commander's staff beyond the management resources normally available is justified in order to provide the MSC commander the ability to intensively manage the integration/interoperability/commonality aspects of the specified system-of-systems or family of materiel.

b. The TPIO assumes responsibility to and authority from CG, TRADOC, through the MSC commander for coordination and synchronization of all integration/interoperability/commonality aspects of TRADOC responsibilities and products necessary for developing, testing, producing, and fielding the assigned system-of-systems or family of materiel. In some cases (usually only capstone documents for a family of materiel), the TPIO staff will actually prepare portions of or entire products, rather than coordinating the efforts of others. In contrast, the Directorates of Combat Developments, TPOs, and/or TSMs provide the management and development oversight for proponent-specific application of those integration/interoperability/commonality aspects as well as management and development oversight for proponent system-specific components, modules, or weapon systems.

c. TPIOs have the authority to task any TRADOC activity when appropriate to accomplishment of their CG, TRADOC, assigned missions.

**1-8. Training.** Training for the TSM, the TSM staff, and the TPIO staff will be that which is currently required for functional area (FA) 51C (Research, Development, and Acquisition (Combat Developments area of concentration)). They should attend the Materiel Acquisition Management (MAM) course at Fort Lee, Virginia, or an equivalent course. TPO personnel should receive the same training as TSM personnel.

### **1-9. Staffing.**

a. TSM offices and TPIOs will be resourced depending upon needs and resources available. However, the standard staffing for a TSM office will be 6 personnel, and the staffing for a TPIO will normally be 6 or fewer personnel. Appendix A provides staffing models for standard TSM offices and TPIOs with 6 personnel.

b. No TRADOC standard staffing exists for a TPO since it is established and resourced by the proponent. TPOs will be documented on the proponent's table of distribution and allowances.

## **Chapter 2 Establishment and Termination**

### **2-1. Establishment.**

#### **a. TSM office.**

(1) Action recommending that CG, TRADOC, establish a TSM office may be initiated by DCSCDD, HQ TRADOC, or it may be initiated by the appropriate proponent through the DCSCDD. The proposal will identify the specific system or systems being proposed for oversight.

(2) If CG, TRADOC approves establishment of a TSM office, DCSCDD will notify Colonels Branch, U.S. Total Army Personnel Command (PERSCOM) concerning the need for a qualified, DA board-selected officer for the TSM position. The proponent will, if possible, be advised of the projected arrival date for a TSM.

(3) The DCSCDD, HQ TRADOC, will prepare a charter for the DA board-selected TSM (see appendix B) for CG, TRADOC, approval. The DCSCDD will conduct an annual review of the TSM's charter to ensure that it remains current and adequate and recommend changes to the charter for CG, TRADOC, approval. Proponents and TSMs will recommend charter revisions through DCSCDD whenever they perceive that a need exists.

#### **b. TPIO.**

(1) Recommendations to establish TPIOs may be initiated by the DCSCDD, HQ TRADOC, or the appropri-

ate MSC commander. The recommendation will include a list of specific individual systems to be assigned.

(2) The DCSCDD, HQ TRADOC, will review the status of TPIO-assigned systems annually and recommend revisions to TPIO assignments to CG, TRADOC, to ensure that the offices remain current and adequate. The MSC commanders may recommend revisions to their TPIO assignments whenever they perceive that a need exists.

c. TPO. Proponents may establish TPOs subject to availability of internal resources needed to staff and sustain them. When a TPO is established, the proponent will send notification of the office name, system(s) to be managed, name and grade of the TPO director, and any subsequent changes to Commander, TRADOC, ATTN: ATCD-ET, Fort Monroe, VA 23651-5162. This information will be used to ensure the TPO is recognized as a part of the TRADOC System Management Program.

### **2-2. Termination.**

#### **a. TSM office and TPIO.**

(1) The CG, TRADOC, will terminate a TSM office or TPIO upon determination that the status of the system or systems being managed no longer meets TSM/TPIO establishment criteria. In general, termination will occur when--

(a) Objectives for assigned system(s) are achieved (initial operational capability (IOC) plus one year).

(b) Remaining TRADOC responsibilities and products for the assigned system(s) can be managed by the normal management resources available to the proponent and/or MSC commander.

(c) The acquisition process for the assigned system or systems is terminated by DA or the Department of Defense.

(2) DCSCDD, HQ TRADOC, will conduct annual evaluations of TSMs and TPIOs to determine whether to recommend disestablishment.

b. TPO. The proponent will terminate a TPO upon determination that the status of the system or systems being managed no longer justifies TPO level intensive management. In general, termination should occur under conditions similar to those that would cause termination of a TSM. When a TPO is terminated, the proponent will send notification of termination to Commander, TRADOC, ATTN: ATCD-ET, Fort Monroe, VA 23651-5162.

## Appendix A

### TSM Office and TPIO Staffing Models

	TSM	Director	Senior Technical Advisor <sup>1</sup>	Staff Officers	Secretary
TSM Office	1	-	1 <sup>2</sup>	3 <sup>3</sup>	1
TPIO	-	1 <sup>4</sup>	1	3 <sup>5</sup>	1

<sup>1</sup> Should be capable of acting for the TSM or the TPIO director in his/her absence.

<sup>2</sup> The senior technical advisor should be a GM-14 for a TSM office that manages an ACAT I system. The senior technical advisor for a TSM without an ACAT I system should be at least a GM-13.

<sup>3</sup> One lieutenant colonel and two majors.

<sup>4</sup> Should be a colonel, but may be a civilian equivalent or a general officer if resourced from within the MSC rather than HQ TRADOC.

<sup>5</sup> No specific ratio of military to civilian personnel mix.

## Appendix B

### Example of a TSM Charter

**B-1.** Figure B-1 provides an example of a TSM charter. Items enclosed by brackets “[ ]” within the example will be entered/used as appropriate.

**B-2.** While individual TSM charters will be unique, the proposed charters submitted by DCSCDD to CG, TRADOC, for approval will normally be similar in content to the example shown.

DEPARTMENT OF THE ARMY  
HEADQUARTERS  
U.S. ARMY TRAINING AND DOCTRINE COMMAND  
FORT MONROE, VIRGINIA 23651-5000

#### TRADOC SYSTEM MANAGER CHARTER

By my authority as Commanding General, TRADOC, I hereby appoint  
[RANK AND NAME OF OFFICER]  
as the TRADOC System Manager for [NAME OF TSM OFFICE (MANAGED SYSTEM OR COLLECTIVE NAME)]

The TRADOC System Manager reporting to the Commanding General, TRADOC, through the [school commandant and MSC commander, as appropriate] will perform as the Army's centralized manager for all combat developments user activities associated with [his] [her] [assigned system.] [the following systems:]

[SYSTEM NUMBER ONE, IF APPROPRIATE]  
[SYSTEM NUMBER TWO, IF APPROPRIATE]  
[ADDITIONAL SYSTEMS, AS APPROPRIATE]

The TRADOC System Manager, by means of this charter, is hereby delegated the full line authority of the [proponent] and the Commanding General, TRADOC, for the centralized management of [the] assigned system[s].

This appointment will remain in effect as long as the TRADOC System Manager is assigned unless [his] [her] responsibilities are modified or [his] [her] office is terminated by direction of the Commanding General, TRADOC.

[DATE] [SIGNATURE]  
[NAME OF TRADOC COMMANDER]  
General, United States Army  
Commanding

**Figure B-1. Example TSM Charter**

## Glossary

### Section I Abbreviations

ACAT	Acquisition Category
AMC	U.S. Army Materiel Command
AR	Army regulation
CG	Commanding General
DA	Department of the Army
DCSCDD	Deputy Chief of Staff for Concepts, Doctrine, and Developments
DCST	Deputy Chief of Staff for Training
FA	functional area
HQ	Headquarters
IOC	initial operational capability
MAM	Materiel Acquisition Management

MSC	major subordinate command
Pam	pamphlet
PERSCOM	U.S. Total Army Personnel Command
Reg	regulation
TPIO	TRADOC Program Integration Office
TPO	TRADOC Project Office
TRADOC	U.S. Army Training and Doctrine Command
TSM	TRADOC System Manager

### Section II Term

#### System-of-systems

Generally, the combined employment of two or more interdependent systems of any type. As used in this regulation, the combined battlefield employment of two or more interdependent ACAT I, ACAT II, or other high priority materiel systems being developed by two or more TRADOC proponents.

FOR THE COMMANDER

OFFICIAL:

JAMES W. VAN LOBEN SELS  
Major General, GS  
Chief of Staff



DAVID G. FITZ-ENZ  
Colonel, GS  
Deputy Chief of Staff for  
Information Management

DISTRIBUTION:

H1; H3; CD; S1  
Commander,  
U.S. Army Combined Arms Command and Fort Leavenworth  
U.S. Army Combined Arms Support Command (Provisional)

Copies furnished:

H2; J1; J3; R1; S3